

RCMP



ROYAL CANADIAN MOUNTED POLICE

SUSTAINABLE DEVELOPMENT STRATEGY

Safe Homes Sustainable Communities 2007-2009



http://www.rcmp.ca/sds/sustain_e.htm



Royal Canadian Mounted Police Gendarmerie royale du Canada

Canada

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SUSTAINABLE DEVELOPMENT STRATEGY

Safe Homes
Sustainable Communities
2007-2009

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Message from the Commissioner

It is with great pleasure that I present the RCMP's fourth sustainable development strategy - *Safe Homes – Sustainable Communities (2007-2009)* - to the employees of the force, the Federal Government of Canada and citizens of Canada.

The RCMP has been working since 1997 to define and address our role in sustainable development and *Safe Homes - Sustainable Communities (2007-2009)* represents our continued effort to deliver on our commitments through the capacity and strengths of our mandate.

As Canada's National police force, the Royal Canadian Mounted Police (RCMP) has a proud and long-standing history of contributing to the social wellness of the communities we serve. For 130 years we have worked with communities to ensure a safe and secure society.

The services and programs the RCMP provides and the way in which we provide them is instrumental to ensuring our continued contribution to the long-term wellness of our country under the federal Public Safety Agenda. *Safe Homes – Sustainable Communities (2007-2009)* is at the heart of RCMP's strategic vision. Ensuring the safety and security of our country and reducing crime and the fear of crime in our neighbourhoods provides an essential foundation for individuals to enjoy the quality of life and freedom essential for sustainable development.

Together, the RCMP regions - Atlantic, Central, Northwest and Pacific – and National Headquarters will manage and implement *Safe Homes – Sustainable Communities (2007-2009)* commitments to Sustainable Communities, Corporate Governance and Environmental Stewardship.

I personally want to thank all employees from the regional offices and business lines who, through consultation, partnership and dedication, have contributed to the development of *Safe Homes – Sustainable Communities (2007-2009)*. I also want to call upon each of you to play your part in helping to support and implement our Sustainable Development Strategy and to help identify ways to move the RCMP beyond these targets.



Beverley A. Busson,
RCMP Commissioner

Dedication

As one of our most valuable resources for the future, youth is identified as one of RCMP's five strategic priorities. The RCMP has established more than 60 Youth Officers across the country specially trained to work directly with youth, for youth and to expand community capacity to prevent and reduce youth involvement in crime as both victims and offenders.

Through personal dedication, community support and commitment, programs focused on empowering youth through engagement with RCMP officers are increasing in communities across Canada. From mentorship, school liaison and literacy programs to education on drugs and bullying resistance, RCMP officers serve our communities with the compassion and knowledge necessary for making a difference in the lives of youth.

Safe Homes - Sustainable Communities (2007-2009) is dedicated to RCMP's Youth Officers and their ability and desire to continually go the extra mile for the voices and faces of our future. From the RCMP Sustainable Development Team – we salute you.

Summary of Commitments (2007-2009)

Safe Homes – Sustainable Communities (2007-2009) is focused on three key priorities: Sustainable Communities, Corporate Governance and Environmental Stewardship. The following table summarizes the commitments made in this strategy.

GOALS	OBJECTIVES	TARGETS
SUSTAINABLE COMMUNITIES - <i>The need for long-term health, wellness and security of communities.</i>		
<p>1.0: Healthier and Safer Communities.</p>	<p>1.1: The RCMP plays an active role in sustainable communities.</p>	<p>1.1.1: Community Partnerships</p> <p>1.1.2: Aboriginal Communities</p> <p>1.1.3: Youth</p>
CORPORATE GOVERNANCE - <i>The need for organizations to be responsible for their decision & actions.</i>		
<p>2.0: Sustainable Development is a way of doing business for Organizations of Excellence.</p>	<p>2.1: Value of sustainable development is demonstrated to the RCMP, its clients and partners and supports intelligence led decision-making.</p>	<p>2.1.1: Environmental Management Systems</p> <p>2.1.2: Sustainable Business Practices</p> <p>2.1.3: Green Procurement</p> <p>2.1.4 & 2.1.5: Capacity Building</p> <p>2.1.6: Communications</p>

GOALS	OBJECTIVES	TARGETS
ENVIRONMENTAL STEWARDSHIP - <i>The need to effectively conserve, protect and restore our natural resource systems.</i>		
<p>3.0: RCMP physical operations support long-term conservation and restoration of our natural resource systems.</p>	<p>3.1: Environmental Considerations are integrated into the life cycle management of RCMP asset and fleet operations.</p>	<p>3.1.1 & 3.1.2: Green Building Design and Energy</p> <p>3.1.3: Contaminated Sites</p> <p>3.1.4: Potable Water</p> <p>3.1.5: Hazardous Materials</p> <p>3.1.6 & 3.1.7: Fleet Management</p>
	<p>3.2: Environmental Considerations are integrated into the life cycle management of RCMP policing operations.</p>	<p>3.2.1: Policing Operations</p>

Details on specific commitments including targets and performance indicators can be referenced in Table 3 of *Safe Homes – Sustainable Communities (2007-2009)*.

Introduction

For the Royal Canadian Mounted Police (RCMP), sustainable development is about making good decisions that will support and protect the safety and security of citizens while contributing to the long-term social, economic and environmental wellness of the communities we serve.

The RCMP is responsible for establishing and maintaining the safety and security essential to pursuing sustainable development goals for our communities. By balancing traditional and non-traditional policing roles, the RCMP ensures both short and long-term outcomes for communities and individuals including the safeguarding of personal rights and freedoms; reduction of crime and the fear of crime; crime prevention; economic security; and social development.

Safe Homes - Sustainable Communities (2007-2009) begins with a brief overview of the RCMP and describes the current strategic priorities and the relationships between the operational objectives of our mandate and sustainable development goals. Following is an outline of the process used to define the RCMP vision for sustainable development and the resulting performance framework including goals, objectives, targets and indicators.



The strategy concludes with a discussion of the implementation framework including a review of strategy accomplishments and performance expectations over the next three years. Facts presented throughout this document are found in the RCMP Environmental Scan 2005-2006 unless otherwise referenced.

DEPARTMENTAL PROFILE: RCMP AT A GLANCE

The RCMP is the Canadian national police service and an agency of the Ministry of Public Safety and Emergency Preparedness (PSEP), entrusted with keeping Canadians safe and secure.

Based on the authority and responsibility assigned under Section 18 of the Royal Canadian Mounted Police Act¹, and stated simply, our mandate is to enforce laws, prevent crime and maintain peace, order and security in Canada and for all Canadians. In delivering our mandate, the RCMP is responsible for administering or enforcing more than 250 federal statutes and agreements².

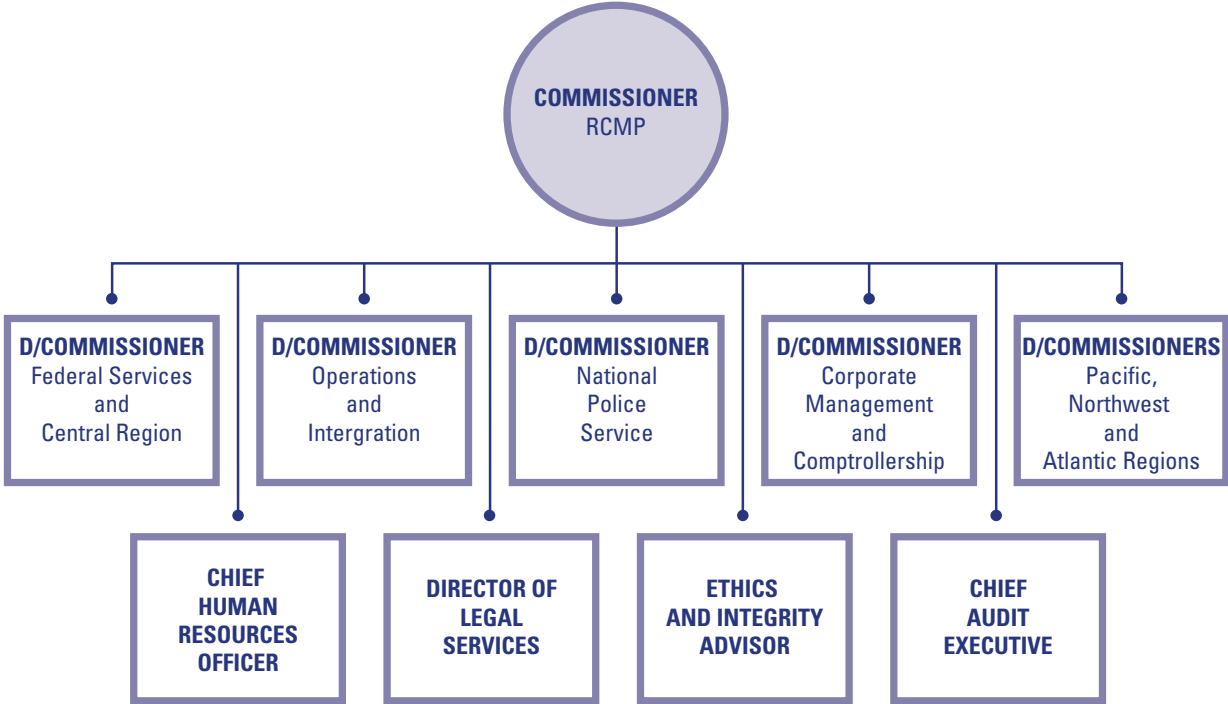
With approximately 26,000 employees, the RCMP provides National, Provincial, Territorial, Aboriginal and Municipal policing services to communities across Canada. Additionally, the RCMP annually engages more than 75,000 volunteers to assist the RCMP, accumulating over 3.5 million hours in volunteer service³.

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1. Royal Canadian Mounted Police Act, (R.S., 1985, C. R-10)
 2. RCMP Corporate Fact Sheet, 2006-05-10
 3. RCMP Corporate Fact Sheet, 2006-05-10

The RCMP is headed by the Commissioner who, under the general direction of the Minister of Public Safety, has the control and management of the RCMP and all matters connected therewith. Deputy Commissioners are organized by business line and together with the Commissioner form the Senior Executive Team responsible for leading all sectors of RCMP service.

The Mounties were established by Sir John A. MacDonald in 1873 as the North-West Mounted Police. After merging with the Dominion Police in 1920, the Royal Canadian Mounted Police was formed.

FIGURE 1 RCMP ORGANIZATIONAL STRUCTURE: SENIOR EXECUTIVE TEAM

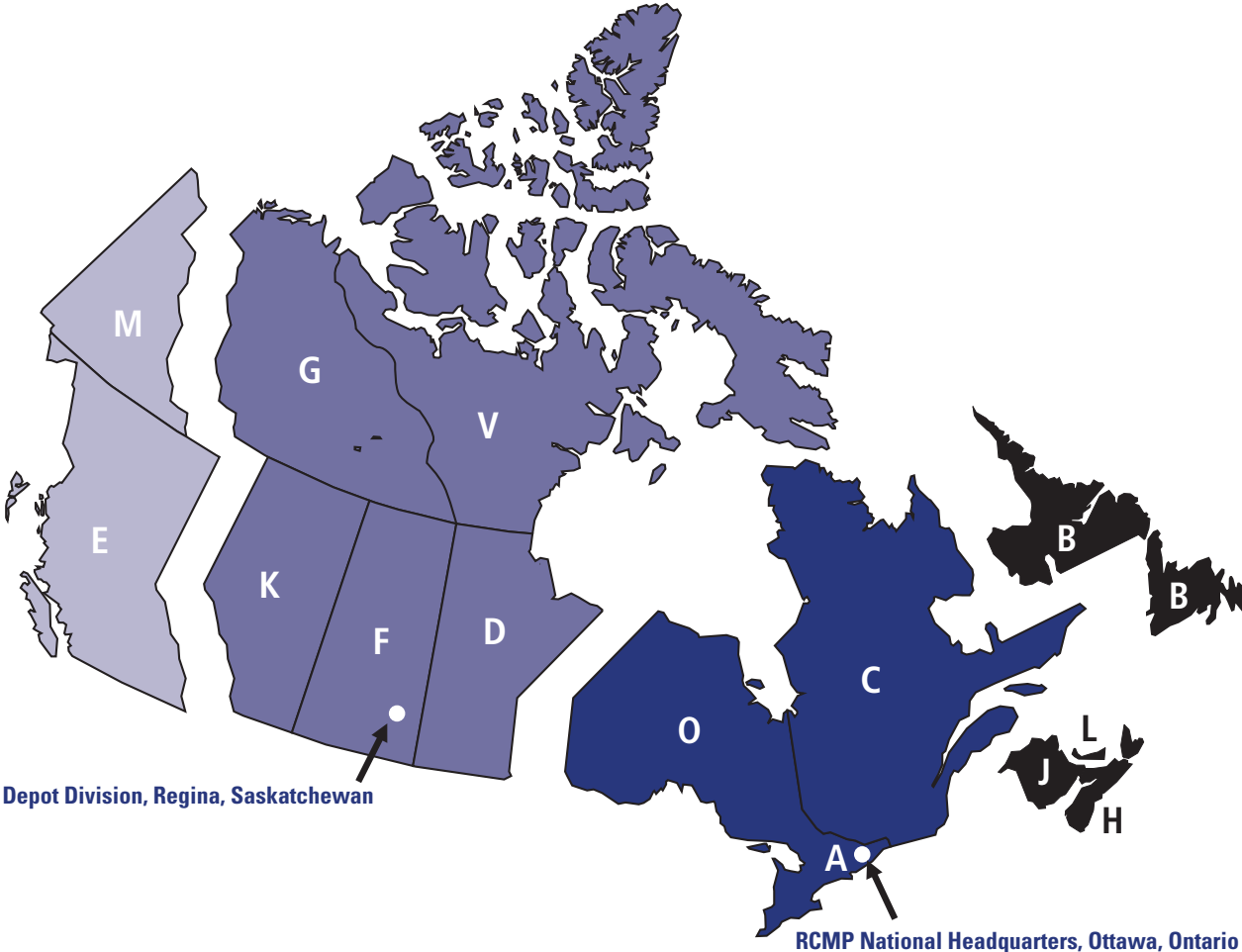


The RCMP is organized into four regions, 14 Divisions, National Headquarters in Ottawa and the RCMP’s Training Facility – or “Depot” – in Regina, each identified by a dedicated alpha insignia.

As one of the most internationally recognized national symbols, the red-coated officer on horseback has been used to promote Canada for over a century. The scarlet uniform worn by RCMP members during celebrations, ceremonies and memorials is known as the “Red Serge”.

Operating from more than 750 detachments, we provide daily policing services in over 200 municipalities; act as provincial or territorial policing services across Canada, with the exception of Ontario and Quebec; and provide services to over 600 Aboriginal Communities.

FIGURE 2 RCMP REGIONS AND DIVISIONS



The RCMP has one of the largest real property holdings in the Federal Government:

- *Approximately 2500 hectares of land, 1300 properties, 3000 buildings within a total floor area of 1,000,000 m²*

With over 12,000 movable assets (land, air and marine fleets combined) the RCMP has the largest land fleet in the federal government

RCMP STRATEGIC PRIORITIES

The strategic priorities of the RCMP are carefully selected after rigorous scanning and analysis of external environments including Integrated Policing, RCMP Business Planning Processes, Speech from the Throne, Federal Budgets, External Factors, Major Events and the RCMP's Environmental Scan⁴.

The Environmental Scan is completed comprehensively every 3 years and updated annually. The Environmental Scan identifies influences and risks to RCMP operations under 7 categories including: Demographics, Society, Economy, Politics and Governance, Science and Technology, Environment, and Public Safety and Security. The compiled research provides RCMP Senior Management with a global picture establishing context for setting strategic priorities and supporting intelligence-led decision making for policing operations.

Using this issue scan, the RCMP is able to identify strategic and management priorities that allow focus on enhancing public safety, sustainable development and effective and efficient operations of our organization within a comprehensive global context.

There are currently 5 priorities driving the strategic framework for the RCMP:

- Organized crime
- Terrorism
- Youth
- Economic Integrity
- Aboriginal Communities

The RCMP's Report on Plans and Priorities (RPP), submitted annually to the Government of Canada Treasury Board Secretariat, establishes program objectives for each strategic priority reported on annually in the Departmental Performance Report (DPR). A brief overview of each strategic priority and the inherent linkages to sustainable development is provided in the following sections.

The Mounted Police Foundation (MPF) was established in 1994 to effectively manage the commercial use of the RCMP's intellectual property. The foundation generates revenues that are used to fund youth based community groups in their efforts to support community policing ultimately creating safer communities.

4. RCMP Environmental Scan 2005-2006; facts provided by the RCMP Environmental Scan unless otherwise referenced.

ORGANIZED CRIME

Organized crime affects the daily lives of Canadians and poses a serious long-term threat to Canada's institutions, society and economy. Acts of violence, intimidation and potential corruption in our communities greatly diminish quality of life, compromise our personal security and disrupt our private life. It is estimated that organized crime (not related to drugs or counterfeit goods) costs Canadians more than \$5 billion every year ⁵.

Drug trafficking continues to be the principal source of revenue for most organized crime groups. It is also recognized that some profits derived from drug sales may eventually find its way to terrorist and other insurgent groups.



It is recognized that drug trafficking continues to be the principal source of revenue for most organized crime groups ⁶. Detrimental consequences to illicit drug production and use include physical, emotional, social and economic harm to Canadians and their communities. RCMP strategies to combat illicit drug supply and use include using an integrated approach involving measures for prevention, supply interruption, education, enforcement, counseling, treatment and rehabilitation.

Illegal drug production, including methamphetamine laboratories, can result in harmful living conditions for families and communities and can create hazardous environmental conditions including those generated from illegal chemical dump sites.

In Canada, we are making tremendous strides in reaching across borders and cultural boundaries to deal with problems that affect our nation, our communities and our citizens. The RCMP works with communities to reduce the demand and opportunity factors that contribute to organized crime. By working directly with youth, seniors and other vulnerable communities, we communicate with and inform individuals about how to avoid becoming a victim and how to avoid making choices in life that lead to crime. With focus on the root causes of organized crime, the threat and impact can be reduced.

An estimated 800,000 to 4 million people are trafficked annually across international borders, including Canada, resulting in global revenues of over 7 billion dollars.

5. RCMP Speech Module: Organized Crime, 2006-05-17

6. RCMP Fact Sheet: Organized Crime, 2006-05-10

TERRORISM

Since 9/11 the global threat of terrorism, including the fear of terrorist activity, is still prominent in the minds of many Canadians. Potential threats to our national security affect the daily lives of Canadians causing emotional, social and financial impacts.

Globally, we recognize that the connection between terrorism and sustainable development is growing. Many terrorist regions remain in a state of chronic poverty and degraded environment aggravated by widespread oppression of human rights. Unpredictable threats and violence ultimately undermine global stability by creating an environment of fear. The long-term security of the world depends on resolving some of the most important social and environmental issues in some of the world's poorest regions⁷.

The world community is becoming smaller with the advent of globalization. Technology has reduced geographic borders while global populations and infrastructure continue to grow. As a result of rapid globalization, the face of terrorism is constantly changing and presenting an intelligence challenge to government and law enforcement around the world.

RCMP operational efforts are focused on investigating, immobilizing and combating terrorist activity and threats to national security to ensure the citizens of Canada enjoy a safe and secure environment that remains free of threat and the fear of threat.

3,700 large cargo and passenger ships dock in Canadian ports and nearly 3.5 million containers pass through ports annually.

YOUTH

Many social and economic factors contribute to youth involvement in crime either as victims or offenders. Family environment including level of parental security, school and peer environment, exposure to substance abuse, violence and victimization and many other influences can lead to a variety of outcomes for youth. Although all youth can be considered at risk, particular groups including youth living in poverty, new immigrant youth and aboriginal youth could be considered at high-risk.

In Canada, almost 20% of children live in low-income households. These children exhibit higher rates of poor health, hyperactivity, and delayed vocabulary development. They are twice as likely to live with violence and three times more likely to live with a depressed parent.

7. Sustainable Development Commission UK (SDC): <http://www.sd-commission.org.uk/presslist.php?id=31> : accessed by www 28-09-2006

Social development, root causes of crime and victimization, community wellness and problem-solving provide the cornerstones of RCMP's strategy for Youth. Crime prevention through social development initiatives allows early intervention in the lives of youth at risk. This approach relies on commitment from the community, schools and other social or youth-oriented agencies for the delivery of educational and preventative programs including: broad-based community crime prevention; school-based liaison and drug awareness programs; and diversion and restorative justice strategies where appropriate.

Global profits from child pornography are an estimated 28 billion dollars annually.



By focusing on non-traditional policing roles, RCMP officers have the opportunity to play a pivotal role in the lives of youth, especially those who come into conflict with the law. Through effective response to youth crime and victimization, Canadian homes and communities can become safer and more sustainable for everyone. Youth are a constant influence and indicator of the future well-being of our society. They play a critical and irreplaceable role in our communities as they become role models for their peers and families and leaders for our schools, industries and governments.

Bullying is one of the most underrated problems in our schools today occurring once every 7 minutes. While an average bullying episode is brief and lasts an average of 37 seconds, the emotional scars can last a lifetime⁸.

ECONOMIC INTEGRITY

The nature of crimes that affect the economy is rapidly changing. In the face of globalization and technological progress, criminals are operating beyond jurisdictions using sophisticated and continuously evolving methods to find victims. Law enforcement plays an important role in strengthening and preserving the security and economic interests of Canada.

A safe and secure economy provides confidence for consumers and investors in conducting business, investing and saving. Concerns for economic integrity extend beyond financial crimes including counterfeit goods and currency; corporate fraud; theft of intellectual property and identity fraud. These problems can impact the overall Canadian economy through loss of confidence both nationally and internationally, in our country's institutions and markets.

8. RCMP Horse and Rider Press, "Brave Program updated", Vol. 1 No. 2, 2006

Debit card fraud is an emerging issue comprising over 42% of reported identity thefts.

The RCMP contributes to Canada's economic integrity through crime reduction, with an aim of supporting economic and social well-being of all Canadians. RCMP efforts are focused on preventing, detecting and deterring criminal activity that affects the Canadian economy. By building awareness around crimes that affect Canada's economic integrity the RCMP hopes to educate Canadians on the different forms of economic crimes and the measures that can be taken to protect themselves from becoming victims.

Potentially harmful counterfeit goods are increasing in Canada including pharmaceuticals, cigarettes, and electrical products.

ABORIGINAL COMMUNITIES

The long term health and security of Aboriginal Communities continues to be a priority for the Government of Canada. The RCMP is committed to ensuring safer and healthier Aboriginal Communities by delivering our programs in a way that is culturally sensitive to the particular needs of Aboriginal Peoples in both rural and urban areas, and in the north. The RCMP has 80 tripartite agreements in place and provides service to over 190 Aboriginal Communities .



RCMP maintains focus on providing a culturally sensitive police service and developing community capacity to prevent crime through social development. The RCMP as Canada's National Police Service aims to make a difference in the lives of Aboriginal Peoples and strengthen the social fabric of our entire country.

Aboriginal people account for 18% of those federally incarcerated yet represent only 3.3% of the population.

An integral part of RCMP's strategy for Aboriginal Communities includes continued use of restorative justice techniques and methods where appropriate. Restorative justice allows law enforcers to work with communities to help them heal and confront problems using traditional Aboriginal Justice Techniques, rather than relying on more formal criminal sanctions or incarceration.

9. RCMP Speech Module: Our Relationship with Aboriginal Communities, 2006-05-17

Creating a Vision

The RCMP's organizational vision is focused on public safety and is implemented through the operational strategic priorities and respective performance plans. The RCMP's vision for sustainable development centres on the linkages between security and long-term livability and sustainability of communities including the social, governance and environmental influences of our operations.

ISSUES SCAN

The strategic vision for *Safe Homes – Sustainable Communities (2007-2009)* was established following a comprehensive issues scan comprised of defining our foundation principles, surveying our operating environment and seeking consultative input from various sectors within RCMP and throughout government.

FOUNDATION PRINCIPLES

Global priority for sustainable development has been established through a number of key events. Most notably, the Brundtland Commission publication *Our Common Future (1987)*¹⁰ identified the need for international governments to work together to address the impacts of human activities on the environment and future generations. As a result, the United Nations Earth Summit of 1992 created *Agenda 21*¹¹, a framework for addressing global social, environmental and economic issues, which called on governments to adopt strategies for sustainable development.

It is recognized that the foundations of sustainable development and the strategies to respond, include all aspects of the environment, society, economy and culture and the immeasurable interactions among those dimensions. As highlighted in the Commissioner's 2007 Directional Statement, accountability is one of three significant areas where we need to take action. As Canada's national police service, we must hold ourselves to an even higher standard; the RCMP must be a model of ethical and responsible management behavior. As a leader of policing and management excellence, the RCMP continues to make sound stewardship a part of its culture.

OPERATING ENVIRONMENT

The Government of Canada solidified its commitment to sustainable development by amending the *Auditor General Act*¹² in 1995 and appointing a Commissioner of the Environment and Sustainable Development.

While the RCMP is not legally bound to prepare a sustainable development strategy as most departments under the *Auditor General Act*, we recognize the value in addressing government

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10. Brundtland, G. (ed.), "Our Common Future: The World Commission on Environment and Development", Oxford: Oxford University Press, 1987.
 11. United Nation Conference on Environment and Development (1992): Rio de Janeiro, Brazil, Agenda 21, Program of Action for Sustainable Development, New York, NY: United Nations Department of Public Information, 1993.
 12. Auditor General Act, (R.S., 1985, C.A-17)

priorities and public expectations for environmental protection and sustainable development. The RCMP continues its commitment to voluntarily submitting a strategy document.

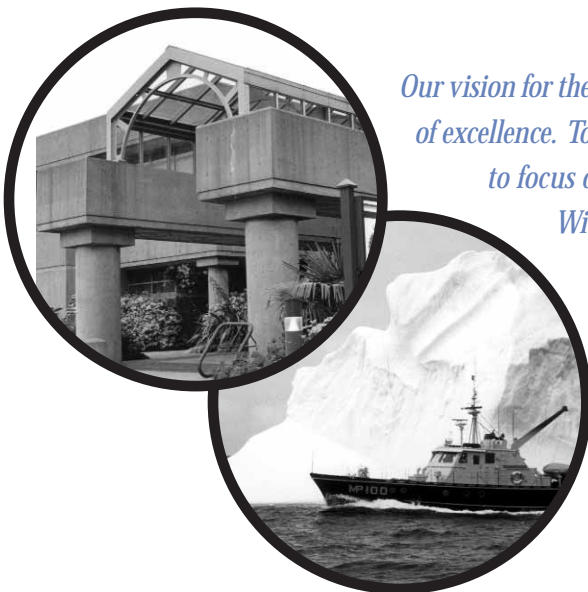
The Government of Canada continues to support environmental protection and sustainable development priorities. The Commissioner of the Environment and Sustainable Development has identified increased expectations for departments to become more cohesive in their reporting, more directly linked with the mandate of their organizations, and more accountable for their performance against their strategies.

STRATEGIC REVIEW AND CONSULTATION

The strategic priorities established under the mandate of the RCMP to ensure safety and security for Canadians ultimately set the context for the sustainable development strategy framework. The RCMP sustainable development strategy has evolved significantly and become more sophisticated and better aligned with the operational capacity and strengths of the force.

RCMP's first strategy tabled in 1997 considered the potential environmental impacts of RCMP's supporting operations including facilities and fleet and generally followed the framework provided by *A Guide to Green Government*¹³. The results from this strategy indicated that much work was required to establish baselines of RCMP impacts and raise awareness surrounding environmental practices.

By RCMP's second strategy in 2001, commitment from Senior Management was established and recognition of the potential influence and value of the sustainable development program continued to grow. *Strategy 2001* continued to focus on environmental stewardship; however the RCMP had begun investigating ways to integrate sustainable development across all business lines.



Our vision for the 21st Century is to become an organization of excellence. To achieve this goal, the RCMP must continue to focus on the best ways to manage our resources. With this goal in mind, the RCMP has adopted the concept of sustainable development as a guiding principle behind the sound and rigorous stewardship of all RCMP resources.

RCMP's third strategy, *Communities+ 2003*, marked a turning point in our approach to sustainable development and sought to explore more explicit linkages between the RCMP mandate and the social dimension of sustainability for Canadians. Review of *Communities+ 2003*, indicated that focus on

13. Environment Canada, "A Guide to Green Government", Ottawa, 1995.

sustainable development priorities through the capacity of our mandate should continue to be the foundation for our strategy. Additionally, the strategy continues to assist RCMP with responsible delivery of our mandate to ensure accountable decision-making and respect of the environment. A more in-depth review of *Communities+ 2003* targets can be viewed in Figure 3.

In the development of RCMP's fourth strategy document, *Safe Homes – Sustainable Communities (2007-2009)*, consultations were held with over 50 program managers and employees from various sections of RCMP operations including Volunteer Programs, Community Policing, Aboriginal Policing, Federal Policing, Criminal Operations, Human Resources and Corporate Management.

For the fourth round of Sustainable Development Strategies, the federal government has worked to develop a set of six sustainable development goals related to Clean Air, Clean Water, Reducing Greenhouse Gas Emissions, Sustainable Development and Use of Natural Resources, Sustainable Communities, and Governance for Sustainable Development. The RCMP was engaged at an interdepartmental level to address government-wide application of these common goals. The collaborative process aimed to improve coordination across departments, strengthen accountability, drive government-wide performance, and stimulate activity in key areas.

SUMMARY

To provide a comprehensive assessment of RCMP operations within the sustainable development strategy, it was determined that:

- Increased focus on the connection and influence of our policing operations on sustainable communities is essential;
- Heightened accountability and cohesiveness among departments requires increased emphasis on performance frameworks including indicators, measures and action plans; and
- Reinforced responsibilities to meet and exceed environmental regulatory requirements and expectations of the Canadian public can ensure continued diligence, credibility and protection of our natural resource systems.

These primary findings form the basis for RCMP's strategic framework and priorities for sustainable development.

Strategic Framework

Three priorities for sustainable development were established from the findings of the issue scan providing RCMP with a clear and strategic direction for the fourth strategy submission. Each priority is framed by both a global and departmental driver representing the contextual framework for the strategy.

SUSTAINABLE DEVELOPMENT PRIORITIES

PRIORITY 1: SUSTAINABLE COMMUNITIES

Safety and security of individuals and their communities serves as an essential foundation for the long-term health and wellness of communities. This approach to sustainability provides the RCMP with an opportunity to demonstrate leadership in sustainable development for policing organizations.

Further expectations identified by the Office of the Auditor General for strategies to construct clearer linkages to departmental mandates allows the RCMP to focus on the outcomes of policing programs and community partnership initiatives for sustainable development, particularly those focused on Aboriginal Communities and Youth Priorities.

PRIORITY 2: CORPORATE GOVERNANCE

The ability for organizations to be responsible and accountable for their decision-making continues to be a global indicator for good corporate governance. Increasing attention and expectations of the public and stakeholders for corporate responsibility identifies the need for a renewed performance framework for sustainability.

Reinforced commitment to accountability by the Government of Canada and the RCMP specifically highlight the need for strengthened commitment to corporate governance within the sustainable development strategy. Sustainable business practices and capacity building initiatives will continue to support and demonstrate intelligence-led program delivery and responsible decision-making for RCMP programs.

PRIORITY 3: ENVIRONMENTAL STEWARDSHIP

As the quality of our natural environment continues to degrade, so does its natural ability to produce life-supporting necessities such as clean air and water. Conservation, protection and restoration of our natural resources and ecological systems are essential for our long-term survival.

The Office of the Auditor General identified that departments must go beyond “business as usual” in their commitments to sustainable development, reinforcing RCMP’s need to meet and exceed environmental regulatory obligations and public expectations for environmental stewardship. Realized economic and operational efficiencies and RCMP’s commitment to ensuring healthier communities, allows the RCMP to focus on the impacts and opportunities of our asset portfolio, fleet operations and the environmental footprint of our policing programs.



ROLE AND FIT OF THE SUSTAINABLE DEVELOPMENT STRATEGY

There are specific areas where *Safe Homes – Sustainable Communities (2007-2009)* complements RCMP's business planning processes and tools, showing consistency with the philosophy of modern management and reporting. These relationships are described below.

- **Report on Plans and Priorities (RPP):** The RPP is an annual submission that serves as the principal document that demonstrates RCMP's commitment to the Government of Canada's Policy Outcomes for Canada's Social Foundations, namely Safe and Secure Communities. *Safe Homes – Sustainable Communities* is aligned with the strategic priorities of Youth and Aboriginal Communities and captures the broader goal for greater accountability and performance under Corporate Governance.
- **Departmental Performance Report (DPR):** The DPR annually presents RCMP's accomplishments in consideration of their performance expectations set out in the RPP. Sustainable development performance reporting continues to be coordinated within the DPR with future emphasis placed on improved performance data and greater integration of reporting.
- **Modern Comptrollership:** The adoption of the Management Accountability Framework (MAF) captures the management philosophy and monitoring tools utilized to integrate financial and non-financial performance information to better manage risk. Key initiatives of the sustainable development strategy, notably those under environmental stewardship, continue to be prioritized and managed by risk.

The RCMP is inherently practicing the principles of sustainable development. Enabling and supporting community safety and security, demonstrating efficient decision making and accountability in managing resources, strengthening the organization through capacity building, and integrating sustainable business decisions and planning process demonstrates the organization's contribution to a future of social stability, economic prosperity and environmental integrity.

RPP 2006-07

GOALS, OBJECTIVES, TARGETS AND PERFORMANCE INDICATORS

Safe Homes – Sustainable Communities (2007-2009) commitments flow from RCMP's three sustainable development priorities of:

- Sustainable Communities;
- Corporate Governance; and
- Environmental Stewardship.

Sustainable development strategy commitments are presented using a simple logic model for performance.

Each strategic priority is linked to a goal representing long-term outcomes for the RCMP. Each goal is linked to a set of objectives and targets set out over an achievable time horizon. Performance indicators are identified against each target and serve as the foundation for the sustainable development strategy performance framework.

The following table outlines RCMP's performance framework and identifies our strategy commitments. Additionally, to illustrate support for common federal goals for sustainability the following identifiers have been inserted into RCMP's performance framework where shared commitments have been established.

FEDERAL SUSTAINABLE DEVELOPMENT GOAL	RCMP IDENTIFIER
<p style="text-align: center;">Clean Water Clean Air Reduce Greenhouse Gas Emissions Sustainable Development & Use of Natural Resources Sustainable Communities Governance for Sustainable Development</p>	<p>Federal SD Goal I Federal SD Goal II Federal SD Goal III Federal SD Goal IV Federal SD Goal V Federal SD Goal VI</p>

FIGURE 3 SAFE HOMES SUSTAINABLE COMMUNITIES (2007-2009) COMMITMENTS

STRATEGIC PRIORITY 1

Sustainable Communities

<p>GOALS LONG-TERM OUTCOMES</p>	<p>OBJECTIVES MEDIUM-TERM OUTCOMES</p>	<p>TARGETS SHORT-TERM OUTCOMES</p>	<p>INDICATORS PERFORMANCE MEASURES</p>
<p>1.0 HEALTHIER AND SAFER COMMUNITIES</p>	<p>1.1: The RCMP plays an active role in sustainable communities</p>	<p>1A. COMMUNITY PARTNERSHIPS Federal SD Goal V</p>	
		<p>1.1.1: Effective partnerships with communities supporting sustainable development are increasing annually</p>	<p>RCMP Volunteerism <i>Total volunteers/annum (#), Total volunteer hours/ annum (hrs)</i></p>
		<p>1B. ABORIGINAL COMMUNITIES Federal SD Goal V</p>	
		<p>1.1.2: Capacity to provide culturally sensitive police services is increasing annually</p>	<p>Degree of Aboriginal Perceptions Training among regular members <i>Total members (#), Total members completed aboriginal perceptions training (#)</i></p>
		<p>1C. YOUTH Federal SD Goal V</p>	
		<p>1.1.3: Capacity to provide specialized policing services focused on Youth is increasing annually</p>	<p>RCMP members designated as Youth Officers <i>Total RCMP Youth officers (#)</i></p>

STRATEGIC PRIORITY 2

Corporate Governance

GOALS LONG-TERM OUTCOMES	OBJECTIVES MEDIUM-TERM OUTCOMES	TARGETS SHORT-TERM OUTCOMES	INDICATORS PERFORMANCE MEASURES
2.0 SUSTAINABLE DEVELOPMENT IS A WAY OF DOING BUSINESS FOR ORGANIZATIONS OF EXCELLENCE	2.1: Value of sustainable development is demonstrated to the RCMP, its clients and partners and supports intelligence led decision-making	2A. ENVIRONMENTAL MGMT SYSTEMS Federal SD Goal VI	
		2.1.1: Management Systems to effectively address environmental regulatory obligations, government policy requirements and public expectations are in place by 2010	Availability and completeness of environmental information to help guide and support sound decisions <i>Total SD programs requiring risk-based mitigation strategies (#); total programs with data requirements identified (#)</i>
		2B. SUSTAINABLE BUSINESS PRACTICES Federal SD Goal V,VI	
		2.1.2: Integration of Sustainable Development Principles into RCMP Business Practices is increasing annually	Degree of integration with RCMP business planning <i>Total integrations annually under Environmental Scan, Directional Statement, Balanced Scorecard, Asset Mgmt Plan, Project Delivery System, Treasury Board submissions, RPP, DPR (#)</i>

STRATEGIC PRIORITY 2

Corporate Governance

GOALS LONG-TERM OUTCOMES	OBJECTIVES MEDIUM-TERM OUTCOMES	TARGETS SHORT-TERM OUTCOMES	INDICATORS PERFORMANCE MEASURES
2.0 SUSTAINABLE DEVELOPMENT IS A WAY OF DOING BUSINESS FOR ORGANIZATIONS OF EXCELLENCE	2.1: Value of sustainable development is demonstrated to the RCMP, its clients and partners and supports intelligence led decision-making	2C. GREEN PROCUREMENT Federal SD Goal VI	
		2.1.3: Integration of Green Procurement into RCMP's way of doing business is increasing annually	Materiel managers and procurement personnel with green procurement training <i>Total materiel managers and procurement personnel (#); total materiel managers and procurement personnel with green procurement training (#)</i> Degree of utilization of PWGSC Standing Offer Agreements (SOA) respecting Green Procurement <i>Total PWGSC SOAs respecting green procurement in place for RCMP use (#); Total call-ups against SOAs (count)</i> Ethanol blended fuel purchased for RCMP fleet <i>Total E₁₀ fuel purchased (L); Total vehicle fuel purchased (L)</i>

STRATEGIC PRIORITY 2

Corporate Governance

GOALS LONG-TERM OUTCOMES	OBJECTIVES MEDIUM-TERM OUTCOMES	TARGETS SHORT-TERM OUTCOMES	INDICATORS PERFORMANCE MEASURES
2.0 SUSTAINABLE DEVELOPMENT IS A WAY OF DOING BUSINESS FOR ORGANIZATIONS OF EXCELLENCE	2.1: Value of sustainable development is demonstrated to the RCMP, its clients and partners and supports intelligence led decision-making	2D. CAPACITY BUILDING Federal SD Goal V	
		2.1.4: Integration of sustainable development into training and development for RCMP employees is increasing annually 2.1.5: Increased support and participation for interdepartmental initiatives and programs for sustainable development	Sustainable Development oriented training courses developed and delivered to RCMP employees <i>Total SD courses/training sessions developed (#); total course/training sessions delivered by type (#); total participants by type (#)</i> Active participation in interdepartmental initiatives <i>Total active participations including Sub-Committee for Canadian School of Public Service SD training initiative and other cross-departmental projects (#)</i>

STRATEGIC PRIORITY 2

Corporate Governance

<p>GOALS LONG-TERM OUTCOMES</p>	<p>OBJECTIVES MEDIUM-TERM OUTCOMES</p>	<p>TARGETS SHORT-TERM OUTCOMES</p>	<p>INDICATORS PERFORMANCE MEASURES</p>
<p>2.0 SUSTAINABLE DEVELOPMENT IS A WAY OF DOING BUSINESS FOR ORGANIZATIONS OF EXCELLENCE</p>	<p>2.1: Value of sustainable development is demonstrated to the RCMP, its clients and partners and supports intelligence led decision-making</p>	<p>2E. COMMUNICATIONS Federal SD Goal V</p>	
		<p>2.1.6: Communications for RCMP sustainable development program are improving</p>	<p>Sustainable Development communications initiatives developed and delivered to RCMP employees</p> <p><i>Total communications initiatives developed (#); Total initiatives delivered (#)</i></p>

STRATEGIC PRIORITY 3

Environmental Stewardship

GOALS LONG-TERM OUTCOMES	OBJECTIVES MEDIUM-TERM OUTCOMES	TARGETS SHORT-TERM OUTCOMES	INDICATORS PERFORMANCE MEASURES
3.0 RCMP PHYSICAL OPERATIONS SUPPORT LONG-TERM CONSERVATION, PROTECTION AND RESTORATION OF OUR NATURAL RESOURCE SYSTEMS	3.1: Environmental considerations are integrated into life cycle management of RCMP asset and fleet operations	3A. GREEN BUILDING DESIGN & ENERGY Federal SD Goal III	
		3.1.1: Through awareness, education and policy integration, environmental and energy design ratings of RCMP portfolio are improving 3.1.2: GHG emissions per facility square meter is decreasing annually	Buildings constructed with green considerations <i>Total new buildings constructed (#); Total new buildings constructed with green considerations or objectives (#)</i> GHG emissions per annum <i>Measures as per existing GHG calculations</i>

STRATEGIC PRIORITY 3

Environmental Stewardship

<p>GOALS LONG-TERM OUTCOMES</p>	<p>OBJECTIVES MEDIUM-TERM OUTCOMES</p>	<p>TARGETS SHORT-TERM OUTCOMES</p>	<p>INDICATORS PERFORMANCE MEASURES</p>
<p>3.0 RCMP PHYSICAL OPERATIONS SUPPORT LONG- TERM CONSERVATION, PROTECTION AND RESTORATION OF OUR NATURAL RESOURCE SYSTEMS</p>	<p>3.1: Environmental considerations are integrated into life cycle management of RCMP asset and fleet operations</p>	<p>3B. CONTAMINATED SITES</p> <p>3.1.3: Financial liability (as defined by TB) of known contaminated sites and unknown risk of RCMP portfolio reduced annually</p>	<p>Federal SD Goal I, IV</p> <p>Financial liability of RCMP portfolio within Treasury Board Federal Contaminated Sites Action Plan (FCSAP) Program</p> <p><i>Financial liability of RCMP portfolio within TB FCSAP program (\$)</i></p> <p>Sites with completed Step 1 and/or Step 2 assessments</p> <p><i>Total sites with step 1 and/or step 2 assessments completed (#); total sites within RCMP portfolio (#)</i></p>

STRATEGIC PRIORITY 3

Environmental Stewardship

GOALS LONG-TERM OUTCOMES	OBJECTIVES MEDIUM-TERM OUTCOMES	TARGETS SHORT-TERM OUTCOMES	INDICATORS PERFORMANCE MEASURES
3.0 RCMP PHYSICAL OPERATIONS SUPPORT LONG-TERM CONSERVATION, PROTECTION AND RESTORATION OF OUR NATURAL RESOURCE SYSTEMS	3.1: Environmental considerations are integrated into life cycle management of RCMP asset and fleet operations	3B. CONTAMINATED SITES Federal SD Goal I, IV	
		3.1.3: Financial liability (as defined by TB) of known contaminated sites and unknown risk of RCMP portfolio reduced annually	Degree of sites with completed storage tank inventories for reportable and non-reportable tanks sub-target 1: 100% Reportable tanks by 2007 sub-target 2: 100% of non-reportable tanks by 2009 <i>Total reportable tanks (#); Total non-reportable tanks; total sites with inventories completed for a) reportable tanks and b) non-reportable tanks (#)</i>
		3C. POTABLE WATER Federal SD Goal I	
		3.1.4: Potable Water systems managed in accordance with RCMP policy is increasing	Potable water systems managed in accordance with RCMP standard operating procedures for potable water systems <i>Total potable water systems (#); Total potable water systems operating in accordance with SOP requirements (#)</i>

STRATEGIC PRIORITY 3

Environmental Stewardship

GOALS LONG-TERM OUTCOMES	OBJECTIVES MEDIUM-TERM OUTCOMES	TARGETS SHORT-TERM OUTCOMES	INDICATORS PERFORMANCE MEASURES
3.0 RCMP PHYSICAL OPERATIONS SUPPORT LONG-TERM CONSERVATION, PROTECTION AND RESTORATION OF OUR NATURAL RESOURCE SYSTEMS	3.1: Environmental considerations are integrated into life cycle management of RCMP asset and fleet operations	3D. HAZARDOUS MATERIALS Federal SD Goal II	
		3.1.5: Capacity to manage hazardous building materials and hazardous waste is increasing annually	Management abatement plans in place for buildings with confirmed hazardous materials <i>Total plans developed (#); Total buildings with confirmed hazardous materials (#)</i> Facilities with confirmed halocarbon inventories <i>Total RCMP sites (#); Total sites with confirmed inventories (#)</i>
		3E. FLEET MANAGEMENT Federal SD Goal II,III	
		3.1.6: Operational strategies for mitigating environmental impacts of RCMP fleet improved by 2010	Ethanol blended fuel purchased for RCMP fleet <i>Total E₁₀ fuel purchased (L); Total vehicle fuel purchased (L)</i>

STRATEGIC PRIORITY 3

Environmental Stewardship

GOALS LONG-TERM OUTCOMES	OBJECTIVES MEDIUM-TERM OUTCOMES	TARGETS SHORT-TERM OUTCOMES	INDICATORS PERFORMANCE MEASURES
3.0 RCMP PHYSICAL OPERATIONS SUPPORT LONG-TERM CONSERVATION, PROTECTION AND RESTORATION OF OUR NATURAL RESOURCE SYSTEMS	3.1: Environmental considerations are integrated into life cycle management of RCMP asset and fleet operations	3E. FLEET MANAGEMENT Federal SD Goal II,III	
	3.2: Environmental considerations are integrated into life cycle of RCMP policing operations	3F. POLICING OPERATIONS Federal SD Goal IV	
	3.1.7: Reduce GHG emissions per vehicle kilometre from RMCP fleet by 2010	GHG emissions per vehicle kilometer. <i>Total GHG emissions for RCMP fleet (CO₂-eq); Total fleet kilometers (km)</i>	
	3.2.1: Capacity for providing on-going support to operations to integrate environmental considerations into policing initiatives is improving	Degree of response to operational calls for service <i>Total calls for service (#); total SD responses or follow-up action (#)</i>	

Implementation Framework

A simplified management framework built on traditional environmental management system (EMS) practices will serve as the governance structure for managing the sustainable development program. As part of this management framework, the RCMP has developed and implemented an active and effective implementation and accountability structure and an outcome based performance framework.

ACCOUNTABILITY STRUCTURE

Senior management commitment to sustainable development has allowed the RCMP to create a national Office of Environment and Sustainable Development (OESD) responsible for providing national guidance, direction and subject matter expertise on all aspects of the sustainable development program. In addition to leading the sustainable development strategy, this centre is responsible for liaising with other government departments on common national programs and initiatives and developing national policy for aspects of the sustainable development program.

The OESD is accountable through the Director General for Assets and Procurement to the Deputy Commissioner (D/C) of Corporate Management and Comptrollership.

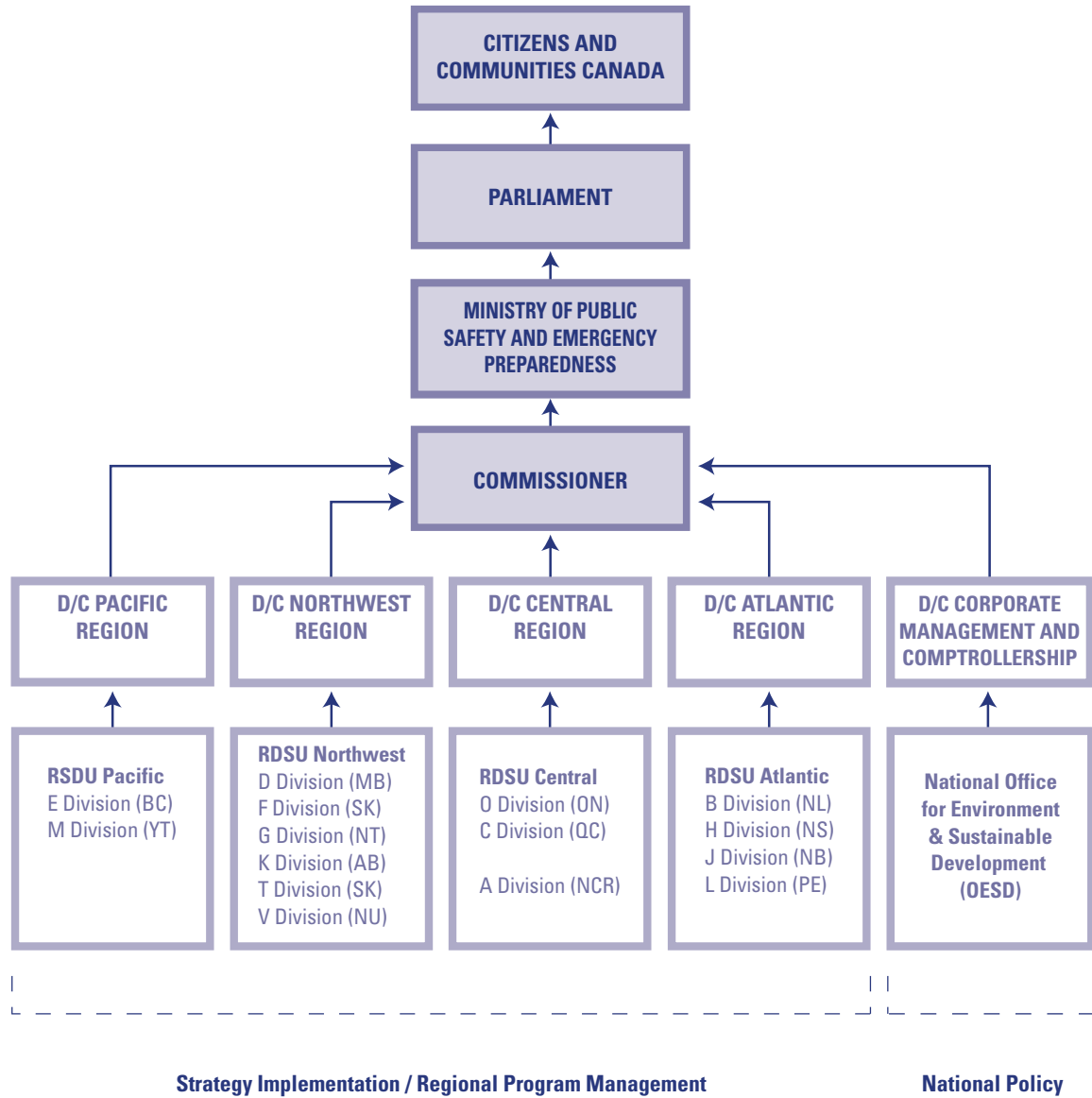
Regional Sustainable Development Units (RSDU's) have been established in each RCMP region – Pacific, Northwest, Central and Atlantic. The RSDU's are responsible for:

- Implementing, managing and delivering the policies and programs established under the sustainable development strategy within their respective regions and divisions;
- Designing and delivering regionalized programs to ensure compliance with applicable environmental legislation and due diligence within their portfolio;
- Providing subject matter expertise within their regions; and
- Responding to inquiries and requests for service from Policing Operations, Asset and Facility Management, Contracting and Procurement and Occupational Health and Safety.

RSDU Managers are accountable to their respective Regional Directors for Asset and Procurement Management. The Regional Directors are accountable for the delivery of the sustainable development strategy within their regions through the Corporate Management Officers (CMO) to the Deputy Commissioner (D/C) of their region.

All Deputy Commissioners are accountable to the Commissioner who reports up through the Minister responsible for Public Safety and Emergency Preparedness to Parliament. This collective has ultimate responsibility to the citizens and communities of Canada for RCMP's commitments to sustainable development and for delivering safety and security services in a manner that supports the long-term health and wellness of communities, responsible decision making and the integrity of our natural environment.

FIGURE 4 SUSTAINABLE DEVELOPMENT STRATEGY ACCOUNTABILITY STRUCTURE



PERFORMANCE FRAMEWORK







Responding to heightened expectations for accountability and responsible decision-making, this strategy embraces a renewed focus on performance management. Inclusion of performance indicators and specific measures allows for more robust evaluation of targets and supporting program activities against the sustainable development priorities of the RCMP.

Using specific stages of management system implementation as a performance metric, the following table gives an overview of the RCMP's accomplishments against the strategy targets, indicates where each target sits in the implementation process and the progress expected towards each target area over the next 3 years. Highlights of key program initiatives are also provided as part of the performance strategy. Comprehensive 3 year program plans are in-place identifying activity outcomes, funding and resource requirements and accountability structures for delivery.

The success of this strategy and overall performance against the outcomes is dependant on maintaining departmental priority for sustainable development. The targets identified can only be achieved when supported by senior management through funding and resourcing.

As sustainable development is a dynamic priority that changes as global, national and community issues emerge and evolve, this performance framework is also designed to respond to new pressures, risks and priorities.

FIGURE 5 STRATEGY COMMITMENTS 2007-2009

TARGET AREAS AND PROGRESS TO DATE	REACT	PLAN	INTEGRATE	PRACTICE
<p>SUSTAINABLE COMMUNITIES COMMUNITY PARTNERSHIPS 1.1.1 Effective partnerships with communities supporting sustainable development are increasing annually Increased understanding of RCMP role in Sustainable Communities</p> <ul style="list-style-type: none"> Participated in indicators project for Canadian Communities focused on strategies for social, economic and environmental issues 				
<p>ABORIGINAL COMMUNITIES 1.1.2 Capacity to provide culturally sensitive services is increasing annually Improved Relationships with Aboriginal Communities through RCMP Aboriginal Policing Initiatives and National Strategic Priorities</p> <ul style="list-style-type: none"> RCMP Aboriginal Youth Training program provides aboriginal youth with summer employment with the RCMP Community Justice Forums offer innovative options for conflict resolution in communities by bringing together all people affected by a crime Aboriginal Awareness Training 				
<p>YOUTH 1.1.3 Capacity to provide specialized policing services for youth is increasing annually Greater capacity for youth focused services by addressing root causes of crime and by getting involved with youth from an early age giving them positive learning experiences with police officers.</p> <ul style="list-style-type: none"> DEAL.org encourages youth throughout Canada to make healthy, informed decisions and get involved in their communities. <p>Establishing effective partnerships for sustainability through RCMP Crime prevention through social development initiatives</p> <ul style="list-style-type: none"> Adopt-A-Library program created by Constable in rural detachment recognizing connection between illiteracy and crime 				

REACT: The project/program remains in reactionary phase due to difficulties regarding financial and human resources to initiate any planning or assessment needs yet the project/program remains a recognized priority

PLAN: The project/initiative remains in the planning and assessment stages due to various barriers or difficulties regarding implementation of programs or projects or is a relatively new initiative and is on track in terms of implementation

INTEGRATE: Activities have begun to integrate programs and processes that address issues and/or goals of sustainable development into business practices. These may be at the early stages of implementation or close to being in common practice

PRACTICE: Successful integration of project/initiative into standard business practice ensures the on-going management of issues and/or forward movement towards sustainable development goals

MEASURE	RESULTS	
		<p style="text-align: center;">SAFE HOME SUSTAINABLE COMMUNITIES 2007-2009 KEY PROGRAM INITIATIVES</p> <ul style="list-style-type: none"> • Continue working with Community Policing services to identify partnerships for sustainable development
		<ul style="list-style-type: none"> • Continue working with National Aboriginal Policing services to identify partnerships for sustainable development
		<ul style="list-style-type: none"> • Continue working with Youth Strategy to identify partnerships for sustainable development

MEASURE: Measurements and evaluation processes are established against programs and information is actively being recorded and reported on

RESULTS: The successful integration of programs and projects has resulted in attainment of sustainable development goals

LEGEND:



Program progress to date



Program expectations for 2010

TARGET AREAS AND PROGRESS TO DATE

CORPORATE GOVERNANCE

ENVIRONMENTAL MANAGEMENT SYSTEMS

2.1.1 Management systems to effectively address environmental regulatory obligations, government policy requirements and public expectations are in place by 2010

Increased capacity to strategically manage RCMP's environmental portfolio

- Development of Environmental Database to manage environmental information related to RCMP's property portfolio improving capacity to capture baseline data and identify areas for improvement.

REACT

PLAN

INTEGRATE

PRACTICE



SUSTAINABLE BUSINESS PRACTICES

2.1.2 Integration of Sustainable Development Principles into RCMP Business Practices is increasing

Progress towards integration into business processes and procedures

- Environmental Policy Suite completed and incorporated into Property and Asset Management Manuals
- Strategic Environmental Assessment (SEA) and environmental considerations incorporated into RCMP Project Delivery System and TB submission process

Improving solid waste management practices across RCMP

- Working with PWGSC to improve waste reduction opportunities and 3Rs management in Headquarter facilities throughout Northwest Region.



GREEN PROCUREMENT

2.1.3 Integration of green procurement into RCMP's way of doing business is increasing annually

Developing tools to respond to increased integration of green procurement

- Green Procurement E-learning course being tested in Atlantic Region




REACT: The project/program remains in reactionary phase due to difficulties regarding financial and human resources to initiate any planning or assessment needs yet the project/program remains a recognized priority

PLAN: The project/initiative remains in the planning and assessment stages due to various barriers or difficulties regarding implementation of programs or projects or is a relatively new initiative and is on track in terms of implementation

INTEGRATE: Activities have begun to integrate programs and processes that address issues and/or goals of sustainable development into business practices. These may be at the early stages of implementation or close to being in common practice

PRACTICE: Successful integration of project/initiative into standard business practice ensures the on-going management of issues and/or forward movement towards sustainable development goals

MEASURE	RESULTS	
		<p style="text-align: center;">SAFE HOME SUSTAINABLE COMMUNITIES 2007-2009 KEY PROGRAM INITIATIVES</p> <ul style="list-style-type: none"> • Develop and implement Environmental Management System Framework including environment database • Complete baseline data collection for key environmental program priorities based on risk
		<ul style="list-style-type: none"> • Establish sustainable development review cycle and ensure greater linkage to RCMP business planning processes and key strategic documents • Conduct post-review of RCMP environmental policy suite to ensure operational effectiveness
		<ul style="list-style-type: none"> • Implement National Green Procurement Guidelines • Roll-out green procurement training program • Develop roll-out strategy for any new PWGSC standing offers respecting green procurement • Development of corporate tracking system for green procurement activities

MEASURE: Measurements and evaluation processes are established against programs and information is actively being recorded and reported on

RESULTS: The successful integration of programs and projects has resulted in attainment of sustainable development goals

LEGEND:



Program progress to date



Program expectations for 2010

TARGET AREAS AND PROGRESS TO DATE

CAPACITY BUILDING

2.1.4 Integration of Sustainable Development into training and development for RCMP employees is increasing

2.1.5 Increased support and participation for interdepartmental initiatives and programs for sustainable development

Increasing capacity of employees to support RCMP's sustainable development strategy





- Developed environmental module for RCMP field officer training
- Development and delivery of awareness training to RCMP employees and officers from various business lines and locations

COMMUNICATIONS

2.1.6 Communications for RCMP Sustainable Development Program are improving

Progress towards communication and awareness programs

- Role and Value of Sustainable Development program communicated through training sessions to various levels and roles throughout organization
- Various publications produced with focus on sustainable communities and role of RCMP including nation-wide distribution during environment week

	REACT	PLAN	INTEGRATE	PRACTICE
<p>CAPACITY BUILDING</p> <p>2.1.4 Integration of Sustainable Development into training and development for RCMP employees is increasing</p> <p>2.1.5 Increased support and participation for interdepartmental initiatives and programs for sustainable development</p> <p>Increasing capacity of employees to support RCMP's sustainable development strategy</p> <ul style="list-style-type: none"> • Developed environmental module for RCMP field officer training • Development and delivery of awareness training to RCMP employees and officers from various business lines and locations 				
<p>COMMUNICATIONS</p> <p>2.1.6 Communications for RCMP Sustainable Development Program are improving</p> <p>Progress towards communication and awareness programs</p> <ul style="list-style-type: none"> • Role and Value of Sustainable Development program communicated through training sessions to various levels and roles throughout organization • Various publications produced with focus on sustainable communities and role of RCMP including nation-wide distribution during environment week 				

REACT: The project/program remains in reactionary phase due to difficulties regarding financial and human resources to initiate any planning or assessment needs yet the project/program remains a recognized priority

PLAN: The project/initiative remains in the planning and assessment stages due to various barriers or difficulties regarding implementation of programs or projects or is a relatively new initiative and is on track in terms of implementation

INTEGRATE: Activities have begun to integrate programs and processes that address issues and/or goals of sustainable development into business practices. These may be at the early stages of implementation or close to being in common practice

PRACTICE: Successful integration of project/initiative into standard business practice ensures the on-going management of issues and/or forward movement towards sustainable development goals

MEASURE	RESULTS	SAFE HOME SUSTAINABLE COMMUNITIES 2007-2009 KEY PROGRAM INITIATIVES
		<ul style="list-style-type: none"> • Identify regional and national opportunities for sustainable development training • Roll-out e-learning for storage tank managers • Participation in sub-committee for Canadian School of Public Service sustainable development training initiative • Participation in cross-departmental projects for common sustainable development goals including Pacific Federal Council regional sustainability initiative
		<ul style="list-style-type: none"> • Develop, implement and assess three-year communications strategy for Sustainable Development programs and initiatives

MEASURE: Measurements and evaluation processes are established against programs and information is actively being recorded and reported on

RESULTS: The successful integration of programs and projects has resulted in attainment of sustainable development goals

LEGEND:



Program progress to date



Program expectations for 2010

TARGET AREAS AND PROGRESS TO DATE

ENVIRONMENTAL STEWARDSHIP

GREEN BUILDING DESIGN AND ENERGY

3.1.1 Through awareness, education and policy integration, environmental and energy design ratings of RCMP portfolio are increasing

3.1.2 Green house gas emissions per square metre for facilities is decreasing

Sustainable Development principles integrated into various newly constructed facilities




- Cumberland Detachment with wind turbine power supply
- Iqaluit HQ designed to LEED Gold, this will be the first LEED Gold building north of the 60th parallel
- Solar Powered backup systems in 4 Nunavut locations
- All new housing in NWR built to R2000 standards
- “E” Division Headquarters Project incorporating green building and LEED criteria in technical specifications

CONTAMINATED SITES

3.1.3 Financial liability (as defined by TB) and unknown risk of RCMP portfolio reduced annually

Continued management of RCMP asset liability

- 2004/05 included 199 assessments and 5 remediation projects for RCMP owned sites


	REACT	PLAN	INTEGRATE	PRACTICE
<p>ENVIRONMENTAL STEWARDSHIP</p> <p>GREEN BUILDING DESIGN AND ENERGY</p> <p>3.1.1 Through awareness, education and policy integration, environmental and energy design ratings of RCMP portfolio are increasing</p> <p>3.1.2 Green house gas emissions per square metre for facilities is decreasing</p> <p>Sustainable Development principles integrated into various newly constructed facilities</p> <ul style="list-style-type: none"> • Cumberland Detachment with wind turbine power supply • Iqaluit HQ designed to LEED Gold, this will be the first LEED Gold building north of the 60th parallel • Solar Powered backup systems in 4 Nunavut locations • All new housing in NWR built to R2000 standards • “E” Division Headquarters Project incorporating green building and LEED criteria in technical specifications 			 	
<p>CONTAMINATED SITES</p> <p>3.1.3 Financial liability (as defined by TB) and unknown risk of RCMP portfolio reduced annually</p> <p>Continued management of RCMP asset liability</p> <ul style="list-style-type: none"> • 2004/05 included 199 assessments and 5 remediation projects for RCMP owned sites 				

REACT: The project/program remains in reactionary phase due to difficulties regarding financial and human resources to initiate any planning or assessment needs yet the project/program remains a recognized priority

PLAN: The project/initiative remains in the planning and assessment stages due to various barriers or difficulties regarding implementation of programs or projects or is a relatively new initiative and is on track in terms of implementation

INTEGRATE: Activities have begun to integrate programs and processes that address issues and/or goals of sustainable development into business practices. These may be at the early stages of implementation or close to being in common practice

PRACTICE: Successful integration of project/initiative into standard business practice ensures the on-going management of issues and/or forward movement towards sustainable development goals

MEASURE	RESULTS	SAFE HOME SUSTAINABLE COMMUNITIES 2007-2009 KEY PROGRAM INITIATIVES
		<ul style="list-style-type: none"> • Develop specification for green building design by energy source, for new and existing RCMP facilities • Design and implement national process for accurate and timely data capture for energy information
		<ul style="list-style-type: none"> • Develop and implement environmental emergency response protocol for high-risk sites • Develop total liability capture tool for internal performance reporting • Develop standardized scopes of work for various sites assessments • Develop risk based replacement and maintenance strategy for reportable and non-reportable tanks

MEASURE: Measurements and evaluation processes are established against programs and information is actively being recorded and reported on

RESULTS: The successful integration of programs and projects has resulted in attainment of sustainable development goals

LEGEND:



Program progress to date



Program expectations for 2010

TARGET AREAS AND PROGRESS TO DATE

POTABLE WATER

3.1.4 Potable Water systems managed in accordance with RCMP Policy

Continued focus on ensuring sound management of RCMP potable water systems

- Standard Operating Procedure for potable water systems developed for Atlantic Region
- Risk assessment of RCMP owned potable water systems in Pacific Region underway

REACT

PLAN

INTEGRATE

PRACTICE



HAZARDOUS MATERIALS

3.1.5 Capacity to identify and manage hazardous building materials and hazardous waste is increasing annually

Continued focus on managing hazardous materials risks associated with RCMP operations

- Investigation of impacts and strategies for various operational materials containing hazardous materials including tear gas and breathalyzer test kits
- Developed strategy to manage hazardous materials and seized goods largely associated with illegal drug operations



FLEET MANAGEMENT

3.1.6 Communications and operational strategies for mitigating environmental impacts of RCMP fleet improved by 2010

3.1.7 Reduce Greenhouse gas emissions per vehicle kilometer from RCMP fleet by 2010

Continued efforts to increase efficiencies of RCMP operational and administrative fleet

- Anti-idling campaign launched nationally following completion of successful idling emissions pilot study

Development of leadership vehicle policy increasing number of alternative fuel or hybrid vehicles among Senior Managers



REACT: The project/program remains in reactionary phase due to difficulties regarding financial and human resources to initiate any planning or assessment needs yet the project/program remains a recognized priority

PLAN: The project/initiative remains in the planning and assessment stages due to various barriers or difficulties regarding implementation of programs or projects or is a relatively new initiative and is on track in terms of implementation

INTEGRATE: Activities have begun to integrate programs and processes that address issues and/or goals of sustainable development into business practices. These may be at the early stages of implementation or close to being in common practice

PRACTICE: Successful integration of project/initiative into standard business practice ensures the on-going management of issues and/or forward movement towards sustainable development goals

MEASURE	RESULTS	SAFE HOME SUSTAINABLE COMMUNITIES 2007-2009 KEY PROGRAM INITIATIVES
		<ul style="list-style-type: none"> • Develop and implement standard operating procedures for RCMP potable water systems • Conduct baseline testing for all RCMP owned potable water systems
		<ul style="list-style-type: none"> • Establish protocols and standards for abatement of Hazardous buildings materials • Compile inventory of RCMP hazardous materials including stores facilities and seized goods • Update halocarbon inventory and identify replacement strategies for halocarbon systems
		<ul style="list-style-type: none"> • Roll-out targeted campaign for anti-idling and E₁₀ fuel usage • Implement RCMP "leadership" vehicle policy

MEASURE: Measurements and evaluation processes are established against programs and information is actively being recorded and reported on

RESULTS: The successful integration of programs and projects has resulted in attainment of sustainable development goals

LEGEND:



Program progress to date



Program expectations for 2010

TARGET AREAS AND PROGRESS TO DATE

POLICING OPERATIONS

3.2.1 Capacity for providing on-going support to operations to integrate environmental considerations into policing initiatives is increasing

Progress towards understanding linkages between policing operations and environmental protection:

- Developed pilot training for RCMP officer response to Bear-Human encounters in community settings

REACT

PLAN

INTEGRATE

PRACTICE



REACT: The project/program remains in reactionary phase due to difficulties regarding financial and human resources to initiate any planning or assessment needs yet the project/program remains a recognized priority

PLAN: The project/initiative remains in the planning and assessment stages due to various barriers or difficulties regarding implementation of programs or projects or is a relatively new initiative and is on track in terms of implementation

INTEGRATE: Activities have begun to integrate programs and processes that address issues and/or goals of sustainable development into business practices. These may be at the early stages of implementation or close to being in common practice

PRACTICE: Successful integration of project/initiative into standard business practice ensures the on-going management of issues and/or forward movement towards sustainable development goals

MEASURE	RESULTS	
SAFE HOME SUSTAINABLE COMMUNITIES 2007-2009 KEY PROGRAM INITIATIVES		
		<ul style="list-style-type: none"> • Develop capture tool to track regional initiatives for integrating environmental consideration into policing operations

MEASURE: Measurements and evaluation processes are established against programs and information is actively being recorded and reported on

RESULTS: The successful integration of programs and projects has resulted in attainment of sustainable development goals

LEGEND:



Program progress to date



Program expectations for 2010

Leading the Charge

Inherent to the very nature of RCMP operations is the concept of sustainable development. For over 130 years, our relationship with Canadians has focused on supporting and nurturing long-term health, wellness and livability of the communities we serve. By ensuring we have safe neighbourhoods and homes to live in and by maintaining peace and order for everyone, there is greater opportunity for individuals to demonstrate compassion and respect for the environment and the people they depend upon.



The future of RCMP's sustainable development initiative will continue to focus on enhancing our policing operations by adding a new dimension to the immeasurable value that our officers bring to the lives of individuals and their families everyday. By telling the story of RCMP's commitment to Sustainable Communities, Corporate Governance and Environmental Stewardship, the world will not only continue to look to the RCMP as a leader in policing, but as a leader in sustainability.

We look forward to greater knowledge and understanding of our capacities to support sustainable development; new ideas and innovations to move us beyond our strategy commitments of today; and fulfilling the shared expectations of all Canadians, our employees, the Government of Canada and the global community.